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10 October 1969

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

SUBJECT : Report of Training within OTR and the Directorates, FY 1969

REFERENCES : a. Memo #68-1864 dtd 12 Apr 68 to Ex Dir-Compt frm ADD/S, subj: Inspector General's Survey of the Office of Training
b. Memo #68-4368/1 dtd 17 Oct 68 to DD/S frm Ex Dir-Compt, subj: same as ref a
c. Memo dtd 29 Oct 68, to Ex Dir-Compt frm DTR, subj: Annual Report on Training

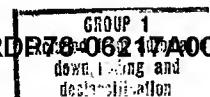
1. This is the report on Agency training in Fiscal Year 1969 submitted in response to referent a and in accordance with guidelines prescribed by referents b and c. The report represents the first collective effort of the Office of Training and the Directorates to review critically the size, scope, and cost of component training. It is limited in that it does not include on-the-job training or training undertaken by Agency personnel stationed overseas.

2. Conclusions:

a. Review and evaluation of Agency training showed that, with minor exceptions, instructional programs met stated objectives, the substance and training method met required standards, and the training was effective and worthwhile.

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b. There was no evidence of duplication in the training given nor did that training conducted by the components fall within the province of OTR.

c. The evaluation of component-conducted courses by OTR School Chiefs working in close cooperation with the components was limited in its effectiveness by the fact that this responsibility was collateral duty for the fully occupied officers involved. It, therefore, did not meet fully the standards desired by OTR but provided valuable experience for future improvements which are being implemented in FY 1970.

3. Component Training:

Component training is directed by the top management of the various components to meet their specific needs and is not training in broad objectives which is the responsibility of OTR. The Chiefs, or their designees of three OTR Schools, met with representatives of the components and reviewed and assessed the training offered. Some courses were audited; the others were evaluated on the basis of student critiques, instructors' course reports and discussions with students and "consumer personnel." To the extent possible, facilities, course material and teaching techniques were examined. It was concluded that the course objectives were sound and being achieved. The substance of the training as well as training methods and techniques were satisfactory and a number highly satisfactory. The few courses found with deficiencies were discussed and remedial action taken.

The Directorates had a total of [redacted] students in training at various times in 120 courses. The total cost of component training, excluding the salaries of students, for Fiscal Year 1969 was [redacted]

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4. OTR Training:

OTR conducted, not including language training, approximately 250 separate presentations of 75 courses attended by [redacted] Agency employees. Language courses in 20 foreign languages were conducted for 350 persons. Approximately [redacted] newly hired

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clerical employees attended the weekly induction program; [redacted] carried on with the one-week clerical orientation. 127 programs were completed for [redacted]

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personnel, many involving TDY travel. 180 outside briefings were given for non-Agency audiences numbering 5,500. Applications were processed for attendance of 2,800 employees at 200 external facilities. In summary, OTR trained, briefed and processed [redacted] persons in FY '69.

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The objectives, course content and teaching techniques of OTR courses continue to improve in quality and quantity requirements. Obsolescence of course content, a serious and continuing problem in training programs, will receive continual attention and curricula updated and retooled as required. New technology, such as PAI (Program Assisted Instruction), has and is being investigated for use in OTR and component courses. Members of OTR and other components of the Agency have been trained in the development of Program Assisted Instruction. Approximately 21 such programs are presently being used. We are also examining the potential of the more exotic CAI (Computer-Assisted Instruction) for the future. In addition, we are experimenting with several inexpensive CCTV (Closed-Circuit Television) units. Instructional programs and methodology will be revised as necessary to take advantage of the new developments in educational technology.

The overall OTR effort has been hampered by the geographical divisions of the Office in the Headquarters area and the marginal quality of the physical facilities available for most of the training here. OTR will continue to work with the appropriate offices seeking a resolution of this immediate and pressing space-facilities problem as well as planning for the long-range future.

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The cost of operating OTR in FY 1969 was [redacted] as compared with [redacted] for FY 1968. Various OTR Schools and elements, except external training, showed a decline in personnel trained; the most notable being the [redacted]. This latter decline was caused mainly by the reduction in the requirement for CTs for the Clandestine Service. However, this reduction in student/instructor ratio was not an unfavorable development in that it provided more instructor time for tutorial and practical training and an opportunity to improve course material and teaching methods.

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5. Attachments:

- I. A chart of the Agency Training Effort in FY 1969.
- II. A chart of the OTR Training Effort in FY 1969.
- III. A chart of OTR Training by Schools Comparing FYs 1968 and 1969.
- IV. A chart of OTR Training for Components Comparing FYs 1968 and 1969.
- V. A chart of External Training Enrollments by Components Comparing FYs 1968 and 1969.
- VI. A chart of Component Conducted Training by Directorates.
- VII. A Summary of Component Conducted Training by Components of the Directorates, FY 1969.
- VIII. An Inventory of Courses of the Clandestine Service Directorate, FY 1969.
- IX. An Inventory of Courses of the Science and Technology Directorates, FY 1969.
- X. An Inventory of Courses of the Intelligence Directorate, FY 1969.
- XI. An Inventory of Courses of the Support Services Directorate, FY 1969.
- XII. Office of Training Operating Costs, FY 1969.

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[Redacted]
Acting Director of Training

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Atts

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